

June 21, 2022

At the outset, I would like to thank the FTC's Office of Policy Planning and the technical team for organizing today's Listening Forum, as well as the four earlier sessions. Laying the groundwork for these events requires substantial effort, so you have my appreciation.

Thank you, also, to each of the speakers who will appear today. You have many demands on your time. It speaks volumes that you consider a revision of the Merger Guidelines to be sufficiently important to set aside the other demands competing for your attention.

I, too, consider a review of the Merger Guidelines to be a significant initiative that merits a sober and thoughtful approach. As I observed when the Commission issued the Request for Information on Merger Enforcement, I support this inquiry.¹ The Federal Trade Commission has a long history of engaging in critical self-examination to ensure that it is wisely and effectively implementing its mission of protecting consumers and competition – particularly as new industries and business practices emerge, and as economic learning advances.²

During my professional career, I have served as outside counsel, in-house counsel, and as an

to analyze the likely competitive effects of proposed transactions, and thus